

2008 AIR FORCE CENTER FOR ENGINEERING AND THE ENVIRONMENT



STRATEGIC PLAN



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On the cover: Management and staff of the Air Force Center for Engineering and the Environment.



Dennis Firman

Director's Statement

Our Strategic Plan charts the way ahead for the future of our organization, the Air Force Center for Engineering and the Environment (AFCEE). Each person in our organization should be able to see a connection to one or more of the goals and objectives outlined within the plan, and everyone is challenged and empowered with the task to ensure our Strategic Plan remains a living, executable document.

The plan describes the way in which we will implement our mission, allocate our resources, and achieve our future goals. The plan articulates where we are going and why, but most importantly it holds us all accountable to make decisions regarding the implementation of our programs, improvements to our processes and capabilities, and ensures resources are adequately deployed in order to turn the plan into reality. Under the outlined goals and objectives, we will support the Air Force's top three priorities: 1. Win today's fight; 2. Take care of our people; and 3. Prepare for tomorrow's challenges, and, in turn, support the goals and objectives of The Air Force Civil Engineer.

The Air Force, the Air Force Civil Engineer, and AFCEE still face many changes resulting from and driven by transformation. These changes will cause additional modernization and standardization of business processes. They include: acquisition of new IT platforms; commissioned transformation projects; BRAC; MILCON and PMO projects; and many others. Through all these processes and programs, there is one constant and consistent item that we must also be very cognizant of and never forget to address--delivering valuable and relevant products and services more effectively and efficiently to our customers.

As stated earlier, each one of us in AFCEE who works directly on specific programs or processes or provides support capabilities has a responsibility to contribute to this plan's development and implementation. By achieving its execution, we will be meeting our customers' requirements. I urge all AFCEE employees, stakeholders, and our customers to review this plan and look for ways to support the accomplishment of our goals and objectives.

We welcome comments on the plan and suggestions for improvement. Let me hear your ideas on how the Air Force Center for Engineering and the Environment can improve its ability to meet your needs.

In closing, it is no mistake that our number-one strategic goal is focused on people. What we owe the AFCEE team is a work environment that is free from hostility and discrimination, that is fun and challenging, and affords every employee the opportunity to perform to the best of their abilities.

My promise to Team AFCEE (our civil service, military, and contract partners) is that we are about building an organization committed to the highest ethical standards beyond just following the law. We are about fostering practices that create a work environment of transparency, accountability, and integrity.

DENNIS M. FIRMAN, SES
Director



Col. Keith F. Yaktus

Foreword

The quote “failures don’t plan to fail; they fail to plan,” might be a bit of a cliché now, but it still holds a lot of truth.

When we plan for a long road trip, one of the basic things we need is a good road map to help us get where we want to go and keep us from getting lost.

That’s what the AFCEE Strategic Plan is: a guide to aid us as we move further along into the 21st Century with all of its inherent changes and challenges. The goals outlined in this plan will serve as guideposts on our journey.

The goals focus on areas that are critical to our agency’s continued success. These are the “three Ps”: People, Programs, and Processes. You will note that people come first, and that is as it should be because without a well-trained, dedicated, and motivated staff, the other two elements will not succeed.

The other two goals, programs and processes, tell our customers and the Air Force in general, that we will continue working closely with them and providing them with the best support possible in our mutual mission of protecting this great nation.

This plan shows, too, that it takes a cooperative effort to reach our goals as an organization. As a communication tool, it tells everyone where we want to go and how we intend to get there together.

Of course, it may not always be possible to go from point A straight to point B. We will need some flexibility along the way and some course corrections. That is where you play a vital part as well. As Mr. Firman writes in his introduction, we welcome your comments and suggestions for improvement. It’s important that you read this plan, keep it handy, and use it as a guide. Don’t just toss it aside.

I believe this is what the plan does for AFCEE:

- Allows us to define our goals and the parties that will take the lead in working to meet them.
 - Makes clear our commitment to reaching our goals and to the changes that will result when the goals are met.
 - Sets up a plan of action that we seriously intend to pursue and not just say we will.
 - Develops a process that will allow us to bounce back if we hit any bumps along the road.
- Keep in mind that setbacks don’t mean that we have failed to achieve our goals; rather, they offer us an opportunity to relook, revise, and retool so we can do better.

Much intellectual capital was expended by a lot of people in developing this plan, but we don’t pretend that it is the answer to all our management needs. It’s important to remember that this document is merely an outline and will require all of us to fill in the details.

That is how we will make this plan work.

KEITH F. YAKTUS, Colonel, USAF
Commander/Executive Director

Corporate Board Authorization

AFCEE Senior Leadership

Dennis W. Furman

Director

(Col.) *Veitch F. Yablons*

Commander/Executive Director

We, the Senior Leadership of AFCEE, hereby pledge a commitment to the members of AFCEE to work toward achieving the goals and objectives stated herein. We remain focused on the Air Force's top priorities of winning today's fight, caring for our people, and preparing for tomorrow's challenges.

(Lt. Col.)

Joseph J. Kojer

ACQUISITION
(AFCEE/AC)

BASE CONVERSION
(AFCEE/BC)

(Col.)

D. J. H.

CAPITAL INVESTMENT MANAGEMENT
(AFCEE/CM)

(Col.)

Robert L. Pugh

HOUSING PRIVATIZATION
(AFCEE/HP)

(Lt. Col.)

Jennifer G. S. Smith

LEGAL
(AFCEE/JA)

CAPITAL INVESTMENT EXECUTION
(AFCEE/EX)

Edward Lamb

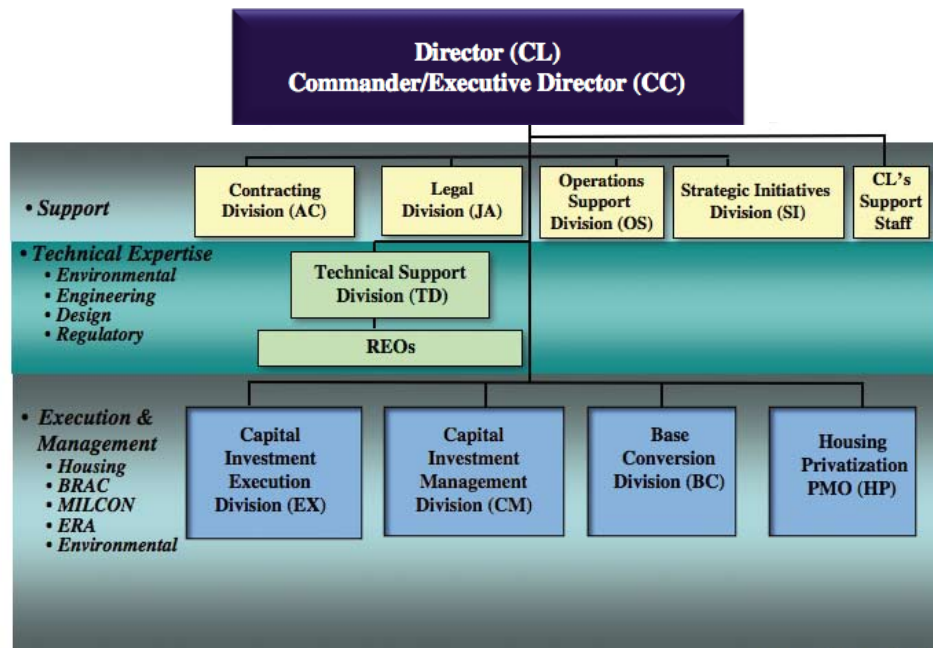
OPERATIONS SUPPORT
(AFCEE/OS)

Christine O'Brien

STRATEGIC INITIATIVES
(AFCEE/SI)

Eldon Ship

TECHNICAL SUPPORT
(AFCEE/TD)



www.afcee.af.mil

Integrity - Service - Excellence

1 Our Strategic Context



In July 2008 AFCEE marked the 17th anniversary of its founding. For many organizations, that is a tremendous milestone and it goes without saying that it's also a major achievement for AFCEE. Thanks to our loyal customers, we have become a premier center of excellence for environmental and construction services worldwide. While AFCEE has become the manager of the Air Force's worldwide MILCON, housing MILCON, and environmental restoration programs and have realigned ourselves to meet our new responsibilities, we will continue to provide the day-to-day quality service that our customers, old and new, have come to expect from us.

We must remain vigilant stewards in helping the U.S. Air Force, our partners, and customers around the globe.

Thanks to our loyal customers, we have become a premier center of excellence for environmental and construction services worldwide.

We need to continue looking for ways in which we can best support and assist them on a daily basis to meet ever-changing engineering and environmental challenges. By successfully contributing our part to the Air Force mission, we will be doing our share to ensure the Air Force meets its top priorities of winning today's fight, taking care of its people, and preparing for tomorrow's challenges.

Everyone in the Air Force, whether at Air Staff, MAJCOM, or at an installation-level unit, will continue to feel the strain

of operating at reduced funding levels, realignments, reductions-in-force, and continued transformational efforts. Responding to all these factors requires flexibility and adaptability on our part, and we have proven in the past that we are up to the challenge.

We will continue to work to maximize our people's time, efforts, and talents. AFCEE is a unique and highly successful organization, and there is no doubt that our team can successfully execute our mission and vision. But we need a plan to chart the way ahead.

This document develops our strategic plan by defining our goals and objectives. Separate implementation plans, championed by key leadership offices, will map our progress toward achieving our goals and objectives. These offices will drive objectives forward and keep AFCEE senior management apprised of its progress.

Metrics will be used to communicate progress and focus efforts. Communication across our organization, at every level, will ensure that efforts are focused on achieving goals that, ultimately, support the Air Force mission. □

2 Our Mission

AFCEE's mission is to provide integrated engineering and environmental management, execution, and technical services to ensure sustainable installations optimize Air Force capabilities.

Our work is in keeping with the U.S. Air Force's mission "to deliver sovereign options for the defense of the United States of America

and its global interests: To fly and fight in air, space, and cyberspace." To perform its mission, the Air Force fights and operates from stateside, overseas, and expeditionary bases. These platforms—from the smallest to the largest—must function effectively if they are to support the Air Force's critical mission to fly, fight, and win when called upon by our great nation.

The Civil Engineer ensures the effectiveness of those war-fighting bases. CE manages and maintains Air Force installation physical plants throughout their life cycle. Physical plants consist of operational, training, and support facilities; housing; and natural infrastructure, such as air, land, and water.

As a field-operating agency of the Air Force Civil Engineer, AFCEE is directly responsible for supporting CE

functions. Our mission is inextricably linked to the Air Force Civil Engineer and, thus, the Air Force mission. AFCEE manages and executes the Air Force's capital investment programs of military construction, housing construction, and environmental restoration. We provide also a technical reach-back function, providing expert support in subjects as

diverse as environmental compliance, natural and cultural resources, planning, built infrastructure and many other areas.

As the manager of the Air Force's environmental restoration program, AFCEE focuses on cleaning up contamination on bases. As manager of the Air Force's MILCON program, AFCEE is responsible also for ensuring all future facilities are high-performance "green" buildings that are environmentally healthy and more efficient in their use of water, electricity, and other finite resources.

In the area of quality of life, AFCEE ensures that modern and comfortable housing as well as all amenities are provided to Airmen and their families. Hospitals, clinics, and other medical facilities are also included in the military construction that AFCEE manages. □

AFCEE's mission is to provide integrated engineering and environmental management, execution, and technical services to ensure sustainable installations optimize Air Force capabilities.



3 Our Vision

AFCEE will continue to support the Civil Engineer vision of providing global combat support and efficient, sustainable installations using transformational business practices and innovative technologies to enable the projection of global air, space, and cyber power.

Our vision is to be recognized as a world-class leader for engineering and environmental services, developing sustainable Air Force installations to project global air, space, and cyber power.

In support of Civil Engineer objectives, we will continue to eliminate inadequate military housing units and replace them with modern and attractive houses. As the center of expertise for Military Family Housing Privatization, we will continue to privatize stateside military family housing.

Whenever feasible, we will engage in joint-privatization efforts with our sister services to develop new communities. A prime example of this initiative took place two years ago at McGuire Air Force Base and Fort Dix in New Jersey. At a cost of \$365 million, it was the largest project in terms of development.

Additionally, we will continue the work of restoring our natural environment using our technical expertise and experience to their fullest extent. We will manage our natural infrastructure, addressing various aspects of air, land, and water assets that affect or influence mission performance. In the case of threatened or endangered species, we will work with the installations to develop a plan to protect those species without adversely impacting operations. Pollution prevention, regulatory compliance, and improvements in environmental performance are an explicit and integral part of our corporate business objective and operating philosophy.

Our work in support of the Air Force will continue to be of the highest quality—the name AFCEE will remain synonymous with professionalism and excellence. To maintain this level of excellence, we will make sure: our people are a highly trained, capable, and diverse workforce ready to meet mission requirements; our programs provide the integrated products and services necessary to support those requirements; and our processes are transformed into business practices, operations, and technology that reduce costs while improving support. □



Our vision is to be recognized as a world-class leader for engineering and environmental services, developing sustainable Air Force installations to project global air, space, and cyber power.

4 Our Goals and Objectives

Air Force Priorities and the Civil Engineer and AFCEE Goals

Our director asked us eight questions that helped us determine our goals and objectives. As a result, we came up with three goals that focus on people, programs and processes. *Figure 1* shows the way we arrived at our goals

and objectives. *Figure 2* shows the Air Force's three priorities, the Civil Engineer's three goals at the top, and AFCEE's goals on the left. The matrix chart in the middle illustrates how the AFCEE Strategic Plan objectives link and support the Air Force Civil Engineer's Strategic Plan.

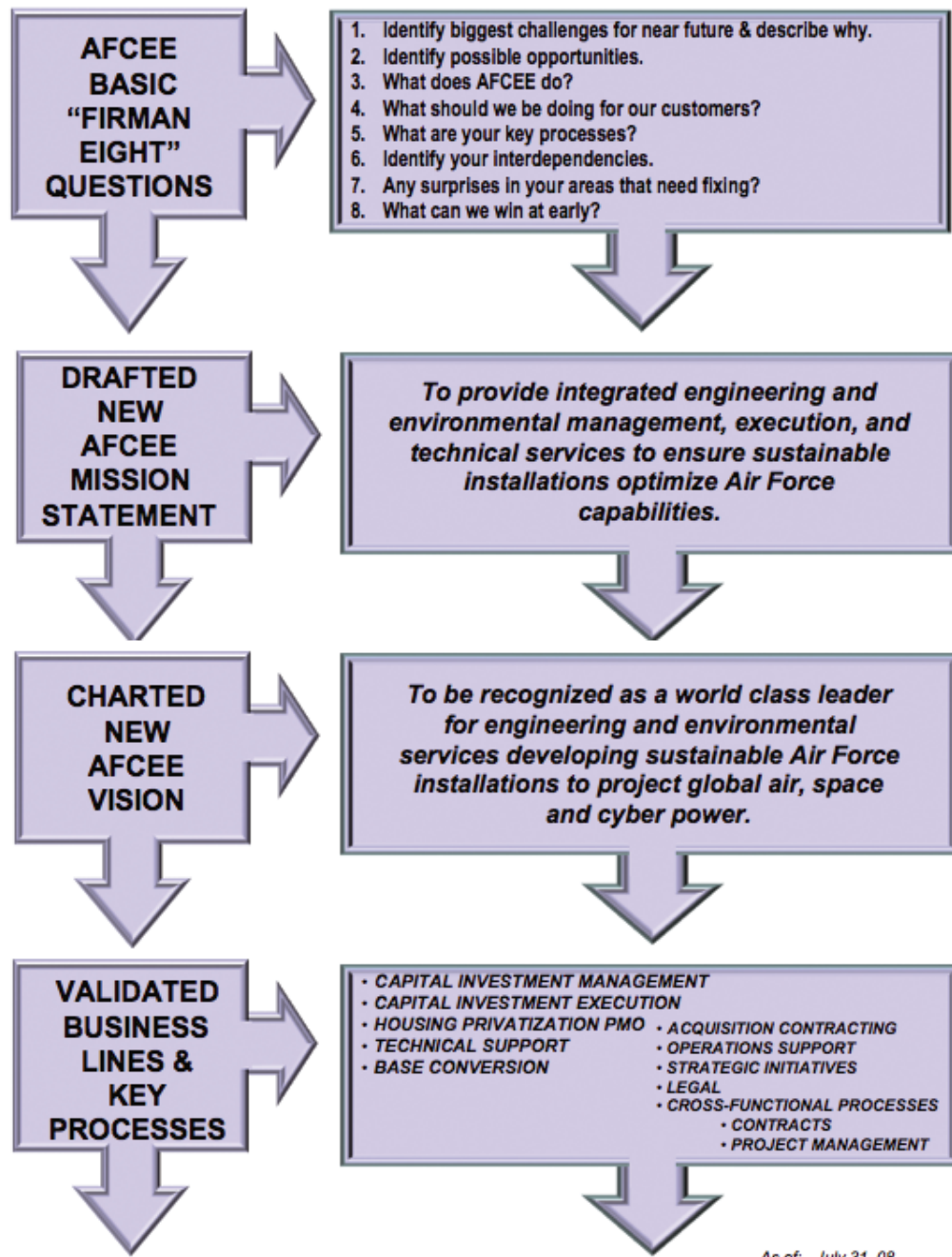


Figure 1. Flow of AFCEE Basic Planning Questions and Primary Business Objectives

AIR FORCE & CIVIL ENGINEER STRATEGIC PLANS

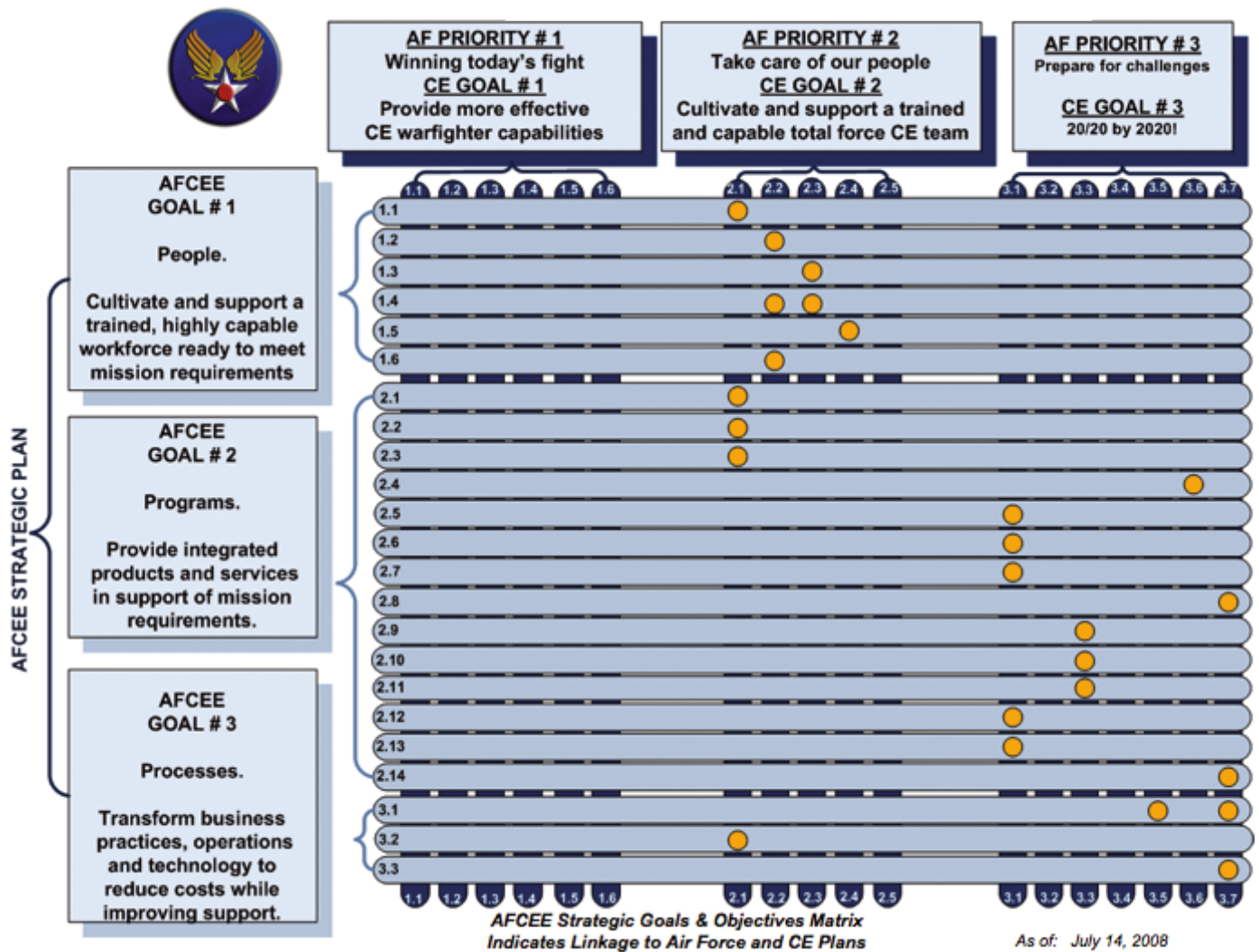


Figure 2. Alignment of AFCEE, CE Goals and AF Priorities

GOAL 1: People. Cultivate and support a highly trained, capable, and diverse workforce ready to meet mission requirements.

AFCEE is successful because of its people. Our ability to provide global, efficient, sustainable installations relies on a diverse, well-trained, and motivated workforce. To develop such a workforce, we will provide our people with the training and equipment necessary to enhance their expertise and be ready to meet any program or project requirement.

Our focus then is on force development: refining education and training programs and encouraging our people to take advantage of education and training opportunities whenever they can and recognizing them when they do.

We will empower and recognize our people's creativity, innovation, and quality of work to create a force development culture in which employees continuously enhance and refresh their skills. The result is a positive environment in which people feel free to make suggestions and recommendations that may impact their work.

Objective 1.1: Empower and recognize our people's creativity, innovation, and quality of work. [CE Obj 2.1]

(OPR: Supervisors; OCR: SI)

People are our first goal for a reason. Take care of your people and they will take care of getting the mission accomplished. This is an old principle and yet a central business concept worth remembering. As AFCEE managers, supervisors, and leaders, we need to create and foster a work environment in which we all feel empowered to be innovative and creative.

Employees should feel free to challenge the way established processes have always been done. Their ideas can make their jobs easier, reduce costs, and improve the quality of work. Because even small ideas may have long-reaching effects, it is important to nurture and give each one serious consideration.

Employees should feel free to challenge the way established processes have always been done.

Objective 1.2: Create a force development culture. [CE Obj 2.2]

(OPR: Supervisors; OCR: SI)

The goal of force development is to equip our military and civilian personnel with the skills, knowledge, and experience needed to execute current and future mission requirements. Personnel who meet or exceed standards and requirements are better able to tackle new challenges and, therefore, more prepared for promotion and advancement opportunities.

Objective 1.3: Refine education and training programs for AFCEE personnel to include initial and continuing education requirements. [CE Obj 2.3]

(OPR: Supervisors; OCR: SI)

We must provide effective joint training, education, coaching, and mentoring opportunities for our military and civilian workforce. We must also continue to enhance and refresh our skills in areas such as expeditionary and environmental training, career development, and, in particular, contract management and acquisition.

We will update our programs to identify current and emerging training and education needs to include professional development opportunities. Networking Internet Protocol Television systems will be used to broadcast sessions, allowing wider employee participation in brown-bag sessions, workshops, and conferences.

Objective 1.4: Foster a positive work environment which promotes organizational integrity. [CE Obj 2.2 & 2.3]

(OPR: All; OCR: OS)

A positive work environment makes for higher employee performance, productivity, and retention. For AFCEE to be an "employer of choice," leadership at all levels must provide a safe and positive atmosphere free of discrimination and harassment.

We must also develop good working relationships and advancement opportunities and provide our people with the necessary tools and equipment to succeed in our peacetime and wartime missions.

AFCEE will evaluate its work environment by analyzing the results of its annual Air Force climate assessments along with various other measurement tools. The aim is to use the results to continuously improve our work environment.

Objective 1.5: Promote AF Civil Engineers' heritage of excellence by fostering meaningful relationships with those who created our legacy. [CE Obj 2.4]

(OPR: CL)

AFCEE is a proud member of many civil engineering organizations within the Air Force and in the local area. Each of these organizations has a proud history and longstanding tradition of excellence, as does AFCEE.

By emphasizing our own history of excellence, we help foster organizational cohesion as each AFCEE member feels part of a larger team accomplishing great things. We can use the intellectual capital, creativity, and experiences set by our founding members to enhance this feeling of cohesion and pride in our history.

As a participant in the Civil Engineering annual Senior Leaders Meeting, we will continue to focus on increasing the size of the "legacy" audience at the event so we can strengthen our connection with those who have been leaders in the CE field.

Objective 1.6: Efficiently manage work-year execution. [CE Obj 2.2]

(OPR: OS; OCR: Division Chiefs)

AFCEE will effectively and quickly fill vacancies as they occur. Our personnel staff will coordinate with the division chiefs to ensure their force requirements are met and workflow continues unabated. By efficiently managing our human resources, we will prevent undue stress on our personnel who would otherwise have to take on added work to compensate for an unfilled vacancy.

GOAL 2: Programs. Provide integrated products and services in support of mission requirements.

Last year AFCEE underwent a major transformation and reorganization to align itself with new mission requirements of centralized management of the Air Force's Housing, Military Construction (MILCON), and Environmental Restoration Account (ERA) programs. In addition, AFCEE continues to provide Base Realignment and Closure (BRAC), Housing Privatization, and Technical Reach-back support.

Objective 2.1: Centralize and optimize management of AF MILCON execution processes. [CE Obj 2.1]

(OPR: CM; OCR: TD)

AFCEE will ensure successful project execution by developing strategies and providing direction to design and construction agents on project cost, schedule, and scope.

Additionally, we will participate in preparing the requirements document (RD) to facilitate transition from planning and programming to design and construction. Several comprehensive implementation measures are planned which focus on obligation rates and issue program deadline dates, as well as meeting award, construction, financial closure, and sustainable goal dates.

Objective 2.2: Centralize and optimize management of AF ERA execution processes. [CE Obj 2.1]

(OPR: CM; OCR: TD)

As manager of the Air Force environmental restoration program, AFCEE will validate all requirements and develop and implement the best cleanup methods. AFCEE will develop an annual ERA budget and manage funding during project execution.

Other actions performed by AFCEE include interfacing with environmental regulators and maintaining data for tracking and reporting on program activities.

AFCEE will establish a remedy in place or response complete for each ERA site; reduce the environmental remediation costs per site; obligate funding; and develop percentages and milestone dates for cleanup projects to ensure the Air Force meets the internal goal of 2012 and exceeds the DoD goal of 2014.



Objective 2.3: Centralize and optimize management of AF Housing MILCON and other AF MILCON-like execution processes. [CE Obj 2.1]

(OPR: CM; OCR: TD)

AFCEE will continue to provide design and construction management for traditional, family housing, BRAC, medical, and non-appropriated funded projects. Similar to its work with other MILCON projects, AFCEE will develop project execution strategies and provide direction on cost, schedule, and scope to design and construction agents.

Similarly, AFCEE will prepare a requirements document to ease transition from planning and programming to design and construction. As in other MILCON work, comprehensive measures are planned focusing on obligation rates, program deadlines, and meeting award, construction, financial closure, and sustainable goal dates.

Objective 2.4: Develop/implement guidelines for sustainable design and construction concepts across the full lifecycle of facilities and infrastructure projects. [CE Obj 3.6]

(OPR: CM; OCR: TD)

We will think strategically about how we plan and construct our future buildings and communities. Complying with Executive Order 13423 and DoD mandates, we will develop buildings that use less energy and water, and we will increase the use of renewable energy.

In addition, we will assist decision makers in developing a strategy that integrates sustainable design principles into our infrastructure projects and increases the use of sustainable design and development concepts.

In the end, we will achieve resource efficiency while minimizing adverse impacts to the built and natural environments at our Air Force installations.

Objective 2.5: Develop programmatic approach to technical assistance and ISO 14001 EMS blueprint. [CE Obj 3.1]

(OPR: TD)

In the past, AFCEE/TD typically delivered technical services to MAJCOMs and installations that requested its assistance. TD attempted to centrally fund these outreach efforts, with only partial success. Installations that could pay the costs got service while the others did not.

Under this objective, TD plans to create a new approach to fundamentally change the delivery method for providing AFCEE technical expertise with an end-result being increased customer service. The new method will require centrally managed funds for all technical assistance efforts/visits. These services will be budgeted separately from AFCEE's internal operational and other business budgeting accounts and will be managed and prioritized along with other requirements similar to the current procedures at the MAJCOMs. In support of AFCEE's vision to incorporate pollution prevention, regulatory compliance, and improved environmental performance into AFCEE's business process, AFCEE/TD will develop a roadmap for attaining ISO 14001 EMS certification.

Objective 2.6: Privatize all Air Force family housing and oversee their operation. [CE Obj 3.1]

(OPR: HP)

Since the Air Force has determined that providing and operating housing are no longer a core competency, we now are turning to the subject-matter experts in this area to meet the critical need for military family housing.

Given the funding environment in which we find ourselves, housing privatization is the best way to provide our Airmen with the quality homes they deserve and ensure housing offered to them is comparable to what is on the market and is within their basic housing allowance.

Although privatized family housing is operated and maintained by the commercial sector (for 50 years after construction), AFCEE will continue to ensure that units are kept up to the highest livability standards.

We will think strategically about how we plan and construct our future buildings and communities. Complying with Executive Order 13423 and DoD mandates, we will develop buildings that use less energy and water, and we will increase the use of renewable energy.

Objective 2.7: Provide transition and sustainment services and training to installation staff over the life of the privatized housing projects. [CE Obj 3.1]

(OPR: HP)

As the Air Force partners with the private sector to provide and maintain housing for our Airmen, it is critical that we train the current housing staff for the shift from government-operated to privatized housing.

Air Staff has made it a key priority to train the housing staff, providing them with the skills and competencies to perform these new duties and oversight responsibilities.

As the privatized housing program matures, there must be continued training and assistance available to develop a force that is ready to meet the challenges of the privatized housing mission.

Objective 2.8: Provide optimized contract development, execution and oversight. [CE Obj 3.7]

(OPR: SI; OCR: AC)

Contracts are the bread and butter of the AFCEE mission. To effectively support the growing AFCEE mission, the agency must become more creative and streamlined in contract development, execution, and oversight. Ever-increasing pressure from the acquisition community, including new transformation initiatives, will require steady progress in this area.

Objective 2.9: Support Air Force Real Property Agency (AFRPA) property transfer through implementation of the BRAC Master Plan. [CE Obj 3.3]

(OPR: BC; OCR: AC/OS)

AFCEE will work with AFRPA to achieve BRAC property disposal by FY10 and environmental resolution by FY16 while reducing total program costs. In order to consolidate core functions and become more efficient, AFCEE and AFRPA developed a Memorandum of Agreement (MOA) that documents roles and responsibilities across business lines.

A key element of the MOA is the transfer of environmental planning, programming, budgeting, and execution from AFRPA to AFCEE, with AFRPA retaining financial advocacy and program oversight responsibilities for legacy BRAC.

Objective 2.10: Function as the lead agency for the BRAC 05 environmental programs. [CE Obj 3.3]

(OPR: BC; OCR: AC/OS)

AFCEE is the lead on all BRAC 05 environmental actions and will assume the planning, programming, and budgeting actions for all the base sites at time of closure, generally by the end of FY11.

AFCEE will support AFRPA's efforts to transfer BRAC 05 property at or before the time of base closure by managing and executing all environmental actions necessary. These environmental actions will largely be National Environmental Policy Act (NEPA) and closure-related compliance to include environmental condition of property and environmental baseline reports and findings of suitability for transfer or leasing.



Objective 2.11: Provide technical and contract support to AFRPA for the Air Force Enhanced Use Lease program. [CE Obj 3.3]

(OPR: BC; OCR: AC/OS)

As AFRPA's agent, AFCEE supports all of the agency's efforts to prepare, coordinate, solicit, select, and establish lease agreements for under-utilized property at various Air Force bases. Our efforts include awarding task orders to Privatization Real Estate Support Service (PRESS) contractors to support the three phases of effort that culminates in a lease of property. Support includes program strategy, advisory & assistance services (A&AS), and portfolio management contracts for leased assets.

Objective 2.12: Develop AFCEE as the AF execution agent of choice for MILCON and SRM. [CE Obj 3.1]

(OPR: EX; OCR: AC)

In accordance with our program plan, we will develop AFCEE into the Air Force execution agent of choice for MILCON and sustainment, restoration, and modernization (SRM) by balancing our civil engineering workforce, better use of our personnel, and transforming our business processes.

Objective 2.13: Develop AFCEE as the AF execution agent of choice for ERA and Environmental. [CE Obj 3.1]

(OPR: EX; OCR: AC)

By balancing our civil engineering workforce, better use of our personnel, and transforming our business processes, we can develop AFCEE as the Air Force execution agent of choice for Environmental Restoration Account (ERA) work in accordance with our program plan. In addition, we can provide environmental execution support.

Objective 2.14: Provide legal advice to enable the AFCEE mission. [CE Obj 3.7] (OPR: JA)

AFCEE/JA oversees funding requests for litigation support concerning third-party sites. JA validates the funding requests for projects that reduce the Air Force's potential environmental liability. It provides all the necessary support and advice to AFCEE to ensure compliance with contracting and fiscal requirements.

In support of AFCEE's worldwide mission, JA provides legal advice on non-environmental and non-contracting legal issues relating to AFCEE's construction and environmental projects. These include advice on status of forces agreements (SOFA) and other international law issues.

Other legal support provided by JA includes advice on issues arising from the Joint Ethics Regulation, Freedom of Information Act requests, congressional inquiries, statute and regulation compliance, and other civil military law issues.

GOAL 3: Processes. Building organizational integrity by transforming business practices, operations, and technology to reduce costs while improving support.

AF Civil Engineering is actively responding to the SECDEF's mandate to "...fund transformation through... organizational efficiencies, process efficiencies, reduction of legacy systems and manpower while sustaining the GWOT and ongoing operations in support of the Joint Fight."

We must continue to improve support to the warfighter while reducing costs and ensuring installations remain capable of enabling AF missions. We will do this through improving business processes, reorganizing, adopting best practices, and leveraging information technology.

Objective 3.1: Operationalize AFCEE Governance Structure to ensure organizational integrity. [CE Obj 3.5 & 3.7]

(OPR: CL; OCR: Division Chiefs)

With an expanded mission that extends from execution to management of Air Force programs, which was formerly done by Air Force MAJCOMs, we must bring clarity and transparency to our processes. This will require us to fully document and clarify to everyone the institutional forums and structures we use to make organizational decisions and how these work together.

This process will allow us to use resources more effectively and efficiently while ensuring constant and consistent communication within AFCEE.

Objective 3.2: Enhance organizational integrity by improving how AFCEE communicates various products and services to our customers and employees. [CE Obj 2.1]

(OPR: SI/OS; OCR: Division Chiefs)

To make sure our customers fully understand AFCEE's capabilities to support the Air Force mission, our people must understand the full breadth of AFCEE's responsibilities and capabilities across divisions and disciplines. Everyone in AFCEE then becomes a knowledgeable spokesperson who can succinctly describe to anyone the strengths AFCEE brings to support the Air Force mission.

AFCEE will continue to develop comprehensive in-briefings and brochures that educate employees on the agency's organizational capabilities and successes. The AFCEE website, among its other functions, will continue to be used for this purpose.

Additionally, we will develop feedback tools to gain insight into what our people think we can do to improve our initiatives and also to gauge customer satisfaction.

Objective 3.3: Strengthen consistency and standardization of ranking/rating of contractor performance. [CE Obj 3.7]

(OPR: SI/AC; OCR: Supervisors)

Increasingly, work in the CE world is being done by contractors, thus making contractors invaluable team partners in the Air Force mission. The Air Force, though, is constantly looking for the "best value" from the contractor community.

One way to get the best value for the money is to weed out the less-than-stellar contractors from the excellent ones that now support our mission. By strengthening our contractor-performance ranking, we ensure best value for the government in contractor selection. □

By strengthening our contractor-performance ranking, we ensure best value for the government in contractor selection.



5 Executing Our Objectives

AFCEE will execute its objectives by using this plan as a guide. It is not meant to be a long, drawn-out tool or additional extension to anyone's workload. Used properly, it will fit alongside other key elements and help monitor our progress in achieving our goals. We will capitalize on continuous process improvement initiatives, using such tools as Lean events, whenever feasible and reengineering our business processes.

We can manage and monitor the execution of this strategic plan using the elements outlined in Figure 3, which are all part of a continuous strategic feedback loop within the organization. Also depicted is a graphical representation of how members of AFCEE can provide input or exchange information or communicate through the Civilian Executive Assistant, the Chief of Strategic Planning, and standard meeting forums.

1. The AFCEE Corporate Board (ACB): This is an established decision forum made up of all the division chiefs. The board governs AFCEE strategy, its principles and policies, resource allocation priorities, human resources, readiness, and capital investment. The ACB will monitor and review (at least twice a year) the progress made in meeting this plan's goals and objectives, and add, change, or amend goals and objectives as necessary, making it an active ongoing roadmap to guide our continuous improvement efforts.

2. Division Chiefs (Champions): The division chiefs champion the individual AFCEE goals and are responsible for reviewing, developing, and recommending approval for initiatives and implementation plans to meet a goal and objective. Each division chief will review the strategic plan's progress quarterly and is authorized by the ACB to decide if a goal or objective has been met.

3. Objective Office of Primary Responsibility (OPRs): Objective OPRs are division personnel responsible for meeting assigned objectives. Their responsibilities include: developing implementation plans to achieve their assigned objective(s); ensuring overall achievement of assigned objectives by managing and overseeing initiatives; identifying resources to accomplish responsibilities; implementing specific actions to

successfully complete the objective and supporting implementation plans; developing objective performance metrics and reporting progress against the implementation plan and its performance metrics; and identifying and reporting constraints with recommendations.

4. AFCEE Strategic Initiatives Division (SI): SI is responsible for revising and updating this plan as directed by the ACB. Additionally, SI is available for providing guidance to other AFCEE division chiefs in their efforts to develop implementation plans. SI can also assist objective champions in the development of their own performance measures and reporting templates for tracking overall progress toward meeting the plan's goals and objectives for presentation to the ACB. □



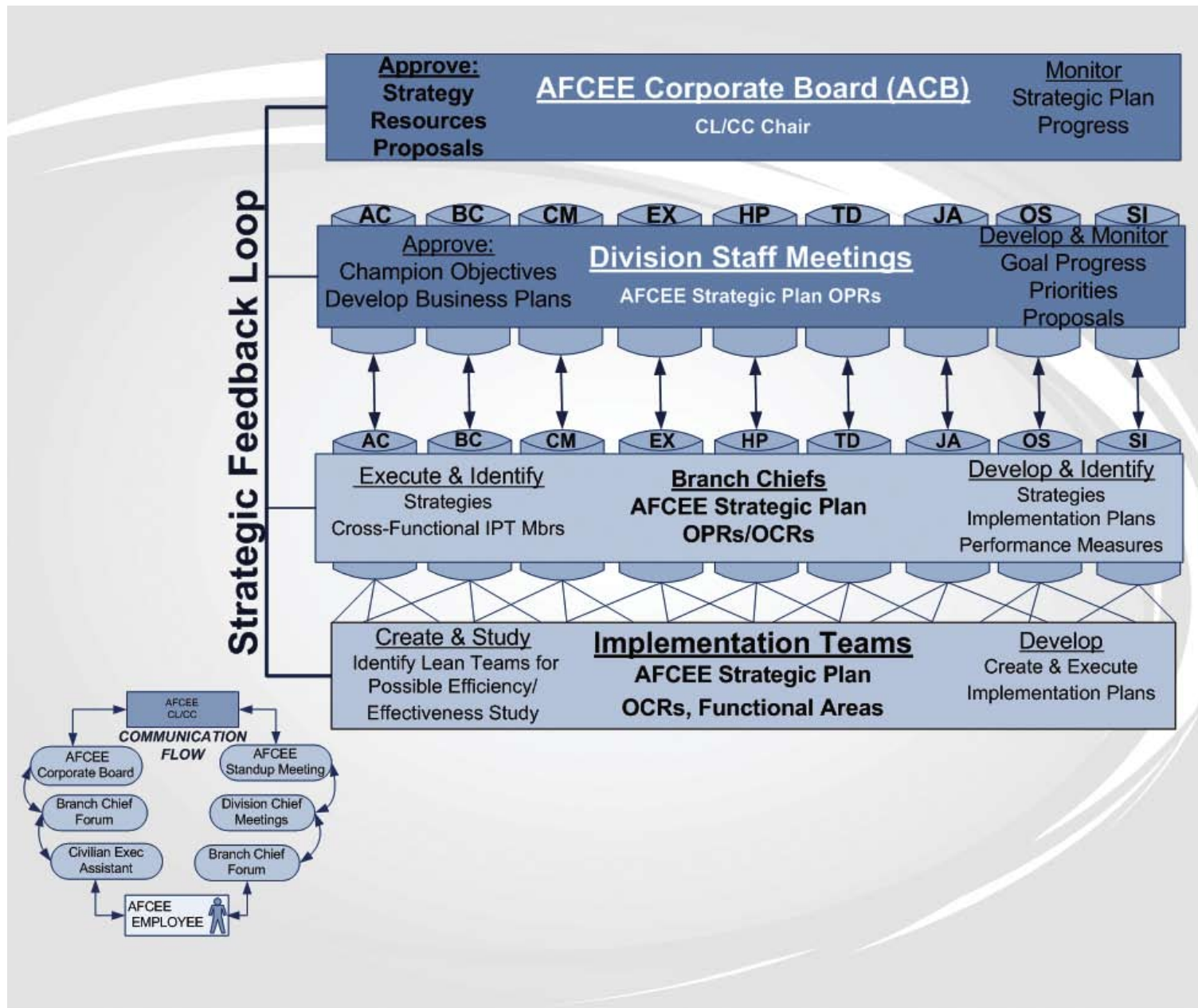


Figure 3: AFCEE Strategic Feedback Loop and Communication Flow

6 Conclusion

The dynamics of our work environment are changing dramatically. In the next few years we will experience a change in work demographics, with many of our co-workers retiring and transformational efforts continuing to reshape the structure of the Air Force as we know it today. This strategic plan is geared to help us work together as the AFCEE team. As a cohesive unit, our strength will enable us to remain focused on achieving our core mission so that we reach our vision.

By working together and focusing on the right set of business objectives, we will be able to respond to the set of challenges that lay ahead of us. From eliminating threats, to funding new technologies, to handling the latest in management process shifts and changes in manpower levels, we can be prepared by strategically planning for the future.

The Air Force requires highly capable stateside, overseas, and expeditionary installations from which to project its power in support of U.S. national interests. Our strategic plan will help us focus our people, our programs, and our processes on ensuring the Air Force retains this capability while supporting its top priorities.

Every member of Team AFCEE should take pride in knowing that each day your efforts contribute to the greater good, helping Air Force warfighters achieve their mission. Our AFCEE people, our programs, and our processes make AFCEE a mission-driven organization that makes a difference! □



APPENDIX A: Performance Implementation Plan

In implementing the AFCEE Strategic Plan, we have assigned champions for each objective at the division level and appointed an office of concurrent responsibility (OCR) to provide cross-functional support to ensure each objective is fully defined. The next step in continuing to build upon the momentum of our strategic plan efforts will be the development of action plans for each objective, to include identification of performance measures, timelines, and required resources. These plans will focus on outcomes achieved, such as progress in attaining specific quantitative and qualitative targets. Objective champions are responsible for implementing and achieving their assigned objectives and must be involved in and primarily responsible for the development of performance measures.

Goal 1: People. Cultivate and support a highly trained, capable, and diverse workforce ready to meet mission requirements.	
OPR: Supervisors OCR: SI	OBJ 1.1: Empower and recognize our people.
	OBJ 1.2: Create force development culture.
	OBJ 1.3: Refine education and training program at AFCEE.
OPR: All OCR: OS	OBJ 1.4: Foster a positive work environment which promotes organizational integrity.
OPR: CL	OBJ 1.5: Promote AF CE heritage with those who created our legacy.
OPR: OS OCR: Division Chiefs	OBJ 1.6: Efficiently manage work year execution.

Goal 2: Programs. Provide integrated products and services in support of mission requirements.	
OPR: CM OCR: TD	OBJ 2.1: Centralize/Optimize management of AF MILCON execution processes.
	OBJ 2.2: Centralize/Optimize management of AF ERA execution processes.
	OBJ 2.3: Centralize/Optimize management of AF Housing MILCON and MILCON-like execution.
	OBJ 2.4: Guidelines for sustainable design and construction.
OPR: TD	OBJ 2.5: Develop programmatic approach to technical assistance and ISO 14001 EMS blueprint.
OPR: HP	OBJ 2.6: Privatize all AF family housing and oversee operations.
	OBJ 2.7: Provide transition/sustainment of privatized housing services.
OPR: SI OCR: AC	OBJ 2.8: Optimize contract development, execution, and oversight.
OPR: BC OCR: AC/OS	OBJ 2.9: Support AFRPA property transfer through implementation of BRAC Master Plan.
	OBJ 2.10: Lead for BRAC 05 environmental program.
	OBJ 2.11: Support AF Enhanced Use Lease Program.
OPR: EX OCR: AC	OBJ 2.12: Develop MILCON and SRM agent of choice capabilities.
	OBJ 2.13: Develop ERA agent of choice capabilities.
OPR: JA	OBJ 2.14: Provide legal advice to enable AFCEE mission.

Goal 3: Processes. Building organizational integrity by transforming business practices, operations, and technology to reduce costs while improving support.	
OPR: CL OCR: Division Chiefs	OBJ 3.1: Operationalize AFCEE Governance Structure.
OPR: SI/OS OCR: Division Chiefs	OBJ 3.2: Enhances communication services and products.
OPR: SI/AC OCR: Supervisors	OBJ 3.3: Consistent/standard ranking/rating contractor performance.

APPENDIX B: References

2006-2008 Air Force Strategic Plan

2008 Air Force Civil Engineer Strategic Plan

CJCS Guidance for 2007-2008, Chairman of the Joint Chiefs of Staff, 1 Oct 2007

The Nation's Guardians, America's 21st Century Air Force, CSAF White Paper, 28 Dec 2007

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